



***ANNUAL  
REPORT  
JUNE  
2013***

2013

## MAYORS FOREWORD



It is indeed an honour and a privilege to serve the community of Kgetlengrivier Local Municipality. In the process of serving you we from time to time have to provide you with a progress report about the status of the municipality. The presentation of this Annual report marks a milestone of achievement in that we come a long way in unifying the inherited administration of three towns that had different systems and approach towards service delivery. The Kgetlengrivier you see today is a product of hard work and sacrifices by all.

The mandate from the people clearly dictates that we continue to democratize our society, de-racialise the economy and foster the participation of the previously marginalized people in order to better their lives. In the pursuit of a better life for all the peoples constitution has outlined the following objectives for the municipality:

- To provide a democratic and accountable government to the local communities
- To ensure the provision of services to the communities is sustainable
- To promote social and economic development
- To promote a safe and a healthy environment
- To encourage the involvement of communities in the affairs of local government

It further states that a municipality must strive to serve its community within its financial and administrative capacity to achieve these objectives. This Annual Report will attempt to address the abovementioned objectives as prescribed by the people's mandate.

To the people of Kgetlengrivier, this report should be used as a tool to measure the consolidation and deepening of our democracy, by ensuring that all those mandated to deliver on the mandate given by communities, are held accountable at all times.

Hon O.K. Medupe

MAYOR

## MUNICIPAL MANAGER'S ACCOUNTABILITY STATEMENT

Honorable Mayor, it is my pleasure to present the Annual Report of Kgetlengrivier Local Municipality for the financial year that ended on the 30<sup>th</sup> June 2013.

Section 46 of the Municipal Systems Act of 2000, requires that the municipality must develop the Annual Performance Report and further more section 121 dictate that an annual Report which reflects the performance of the municipality in the year under review.

In line with legislative provisions, this report will show performance results of this municipality against the agreed budget for the year under review as part of accountability to the local community about the decisions taken throughout the year.

S. Ngwenya

Acting Municipal Manager

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## SETCION A: MUNICIPAL PROFILE

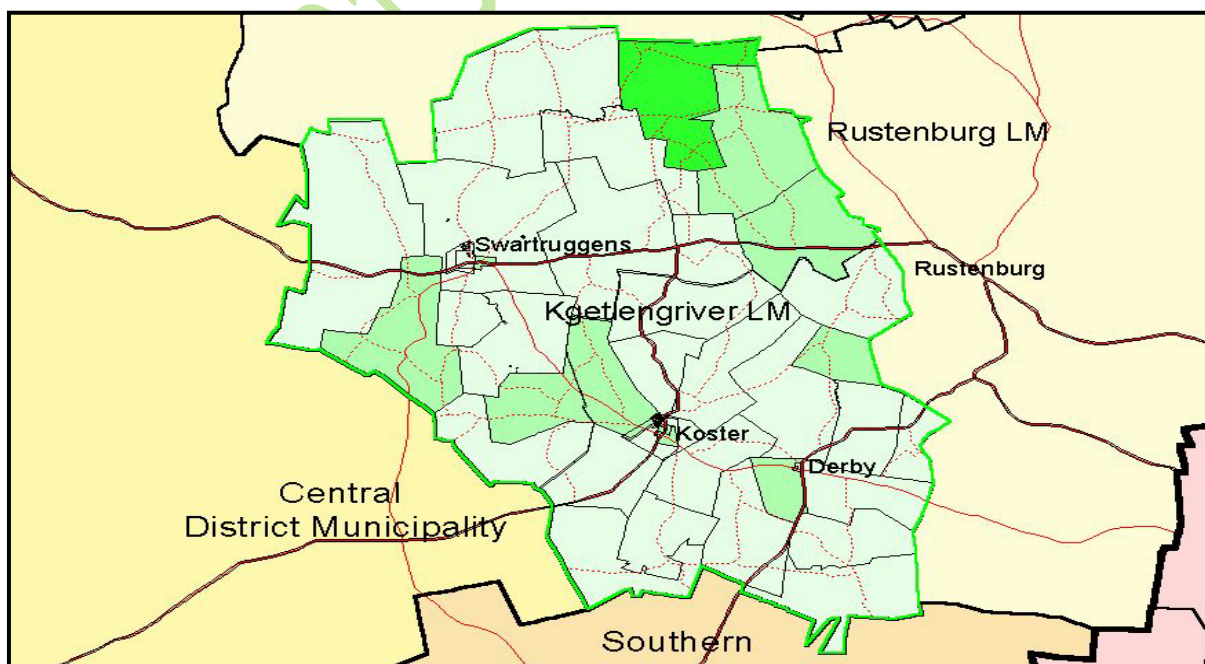
### 1. Location

The Kgetlengrivier Local Municipality (NW374) is located in the Southeastern part of North West Province and forms part of Bojanala Platinum District Municipality (DC37), bordering Rustenburg Local Municipality on the west Ventersdorp Local Municipality (which falls under the Southern District Municipality) on the south, Ditsobotla Local municipality on the east, Ramotshere Moiloa Local Municipality (which falls on the Central District Municipality) on the north east as well as Moses Kotane on the north side.

Kgetlengrivier local municipality is classified as a Category B Municipality as determined by the Demarcation Board in terms of Section 4 of the Municipal Structures Act, 1998. The formation of the municipality was as a result of the amalgamation of the local councils of Swartruggens, Koster and Derby towns and its townships and farms areas. The municipal area covers a total 3 973.31 km<sup>2</sup>.

The Northern portion of the area is situated on one of the main Spatial Development Initiatives identified by National Government (Department of Trade and Industry in co-operation with the Department of Transport). It forms part of an explicit spatial programme aiming to unlock the inherent and underutilized economic development potential of specific spatial locations in South Africa. Central to this initiative is the Pretoria – Lobatse Platinum corridor (N4), which passes through Swartruggens.

**Figure 1:** Map of Kgetlengrivier Local Municipality



### 1.2. Population by Race

RACE	PERCENTATGE
Black African	80.1%
White	16.8%
Coloured	1.7%
Indian/Asian	0.9%

### 1.3. Languages first languages

Language	Percentage
Tswana	67.1%
Afrikaans	17.4%
English	4.2%
Zulu	1.4%
Other	9.9%

#### 1.4. Households

##### Households

CENSUS 2001	COMMUNITY SURVEY 2007	CENSUS 2011
8,065	10,532	14,673

#### 1.5. Gender

##### Gender

Male	female
49.2%	50.8%

### 1.6. SOCIO-ECONOMIC ANALYSIS

#### 1.6.1. Level of Unemployment and employment

Data from Census 2011 indicates that there have been several changes in this regard. The municipality has improved the standard of living in the entire Kgetlengrivier local municipality. The census 2011 was conducted between people of the age 15 to 62 years.

*Figure 8: level of employment and unemployment*

Employment	Unemployment	Total	Employment Rate
14 997	3 862	18 859	20.48%

#### 1.6.1.1. Households Income per Month

*Figure9: household income*

No	R1- R40	R401- R800	R801- R1 600	R1 601- R3 200	R3 201- R6 400	R6 401- R12 800	R12 801- R25 600	R25 601- R51 200	R51 201- R102 400	R102 401- R204 800	R204 801- more	Unspeci fied	Total
2,257	564	1,062	3,570	3,260	1,630	989	758	355	141	63	24	0	14,673

#### 1.6.2. Properties and Geo type

Census 2011 has managed to determine the type of settlements and their value within the jurisdiction of the municipality.



### 1.6.2.1. Geo Type

Figure 10: households by geo type

Urban Area	Tribal/Traditional area	Farm area	Total
8,720	0	5,952	14,673

### 1.6.2.2. Property Values

Less 50 000	50 001-100 000	100 001-200 000	200 001-400 000	400 001-800 000	800 001-1 600 000	1,600 001-3,200 000	More 3,200 001	Total
9,290	1,736	618	902	826	728	370	202	14,673

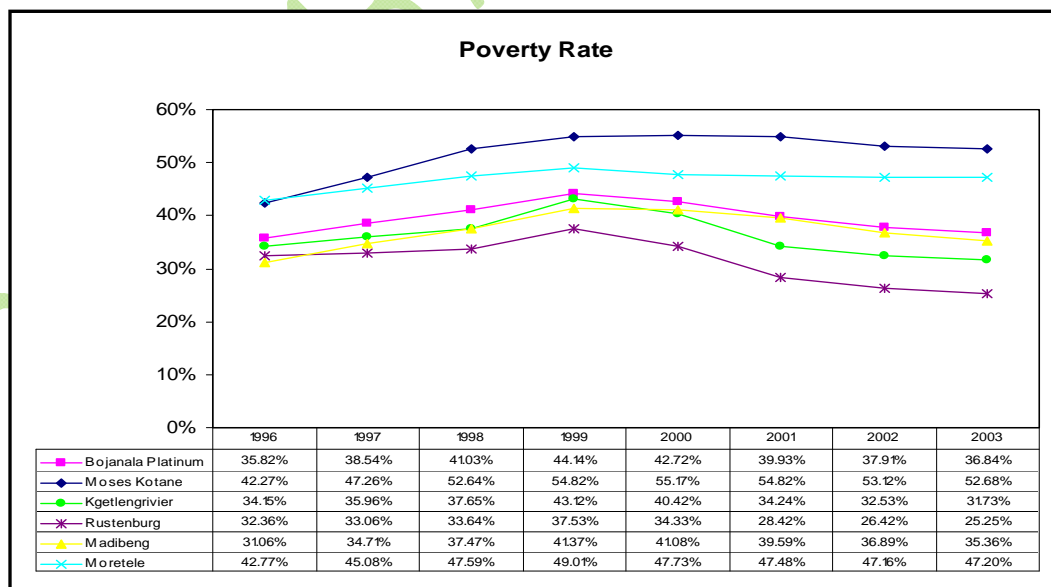
### 1.6.3. The Rate of Poverty

The poverty rate measures the population living below the poverty line.

During the 2001 [census information] the number of households below the poverty line calculated to 17433 [46.6%], but were reduced to 13505 [33.4%] during 2010.

From the above it is clear that the economic situation has improved over the last 9 years, but the figures are still alarmingly high, which puts pressure on the existing social system.

#### Poverty Rate



Source: BPDM Socio-economic and service level database, 2005

#### 1.6.4. Employment

The economically active persons within Kgetlengrivier local municipality are indicated in the following table:

Economically active persons

Year	Population	Active Persons	Percentage
2001	37392	17000	45.4
2010	40477	20485	50.6

Source: Global Insight 2011

Deriving from the table above, it is evident that the number of economically active persons has increase with 3485, which represents a growth of 5.2% between 2001 and 2010 [annual growth of plus/minus 2%].

Based on the recent figures from the 2007 community survey, the unemployment percentage in the municipality was 23.1%, as opposed to the 25% in 2001

In comparison the Bojanala District Municipality, where the unemployment figure stands at an average of 21.6%, where Kgetlengrivier local municipality has the highest unemployment rate of all the local municipalities. The figure provides a clear indication of the need for poverty alleviation programmes and economic interventions.

#### 1.6.5. Sector Employment

The sectoral structure of an economy provides a good indication of its diversity and dependency on a particular economic sector. The following table indicates the economic sector, the difference between 2001 and 2010 and the growth/decline within the respective sector.

## Sector employment

Sector	Year		% Contributions		Growth/Decline
	2001	2010	2001	2010	
Agriculture	778	454	5.7	2.4	-3.3%
Mining	5480	9945	40.5	54.0	+13.5%
Manufacturing	1033	1031	7.6	5.6	-2.0%
Electricity	43	33	0.8	0.2	0.6%
Contribution	494	634	3.6	3.4	-0.2%
Trade	3079	3320	22.8	18.0	-4.8%
Transport	497	544	3.6	2.9	-0.7%
Finance	574	848	4.2	4.6	+0.4%
Community Services	1524	1595	11.2	8.9	-2.3%
<b>Total</b>	<b>13502</b>	<b>18404</b>	<b>100%</b>	<b>100%</b>	

Source: Global Insight 2010

### 1.6.6. Literacy Levels

Category	African	White	Coloured	Asian	Total	%
No Schooling	3850	45	46	8	3949	13.6
Grade 0-2	744	2	10	-	756	2.6
Grade3-6	4374	43	77	16	4510	15.5
Grade 7-9	5871	567	104	43	6585	22.8
Grade 10-11	4223	1335	111	39	5708	19.6
Pupil without matric	113	43	-	4	160	0.5
Matric	3394	2379	99	127	5999	20.8

Matric/Diploma	574	449	-	13	1036	3.5
Matric /B- Degree	45	136	-	21	202	0.8
Matric / Post Graduate degree	26	44	-	-	70	0.3
<b>Total</b>	<b>23214</b>	<b>5043</b>	<b>447</b>	<b>271</b>	<b>28795</b>	<b>100%</b>

Source: Global Insight 2010

From the above table the following has been observed:

- Only 25% of learners have Matric.
- Only 4.6% of the population has an post Matric qualification
- A percentage of 13.6% have no schooling.

#### 1.6.7. Average Household Income

Average household income

Income/Month {R}	Number of Households	Percentage
0-R1500.00	1423	12.5
R1501.00-R3500.00	2679	23.6
R3501.00-R8000.00	3193	28.1
R8001.00-R16000.00	1886	16.6
Above R16000.00	2157	19.2
<b>Total</b>	<b>11339</b>	<b>100%</b>

Source: Global Insight 2010

From the conclusions made from the above table, the following observations have been identified;

- The majority [28.1%] of households earn between R3501 and R8000.00 per month.
- The total number of households earning less than R8000.00 a moth calculates to 7295 which represents 64.2% of all households.
- The above information compares well with the poverty index.

## **1.7. Economic Profile**

The municipality's LED strategy is under review with the assistance of BPDM. While the economic drivers of Kgetlengrivier Local Municipality are agriculture, tourism, small-scale mining, trade and government services, anecdotal evidence suggests that the current economic activities are not maximizing the potential of the area which could create employment and improve the rate payers base for the municipality. The current economic activities are not maximizing the potential of the area which could create employment and improve the rate payers base for the municipality.

### **1.7.1. Agriculture**

As a result of the climatic conditions (dry) within the Municipal area, the primary agricultural activities are livestock (cattle and game), small stock (poultry) farming and the cultivation of maize, wheat, tobacco and citrus. Koster can be regarded as the centre of maize production.

The majority of the cultivated dry land is located to the south of the municipal area, whereas the cattle and game farming is located towards the central and northern areas of the Municipality.

### **1.7.2. Mining**

The Kgetlengrivier Local Municipality is rich in slate and is predominantly found in the Koster/Swartruggens area. The slate deposits are 2.3 billion years old and were formed from deposits laid down on the floor of a shallow sea. Later, intense heat from the intrusion of magma into the rock layers altered the soft marmie muds and silts into the slates we see in the region today. This enormous magma intrusion, now known as the Bushveld complex, is the biggest of its kind on earth.

There are also small areas in close proximity to Swartruggens which are being mined for diamonds.

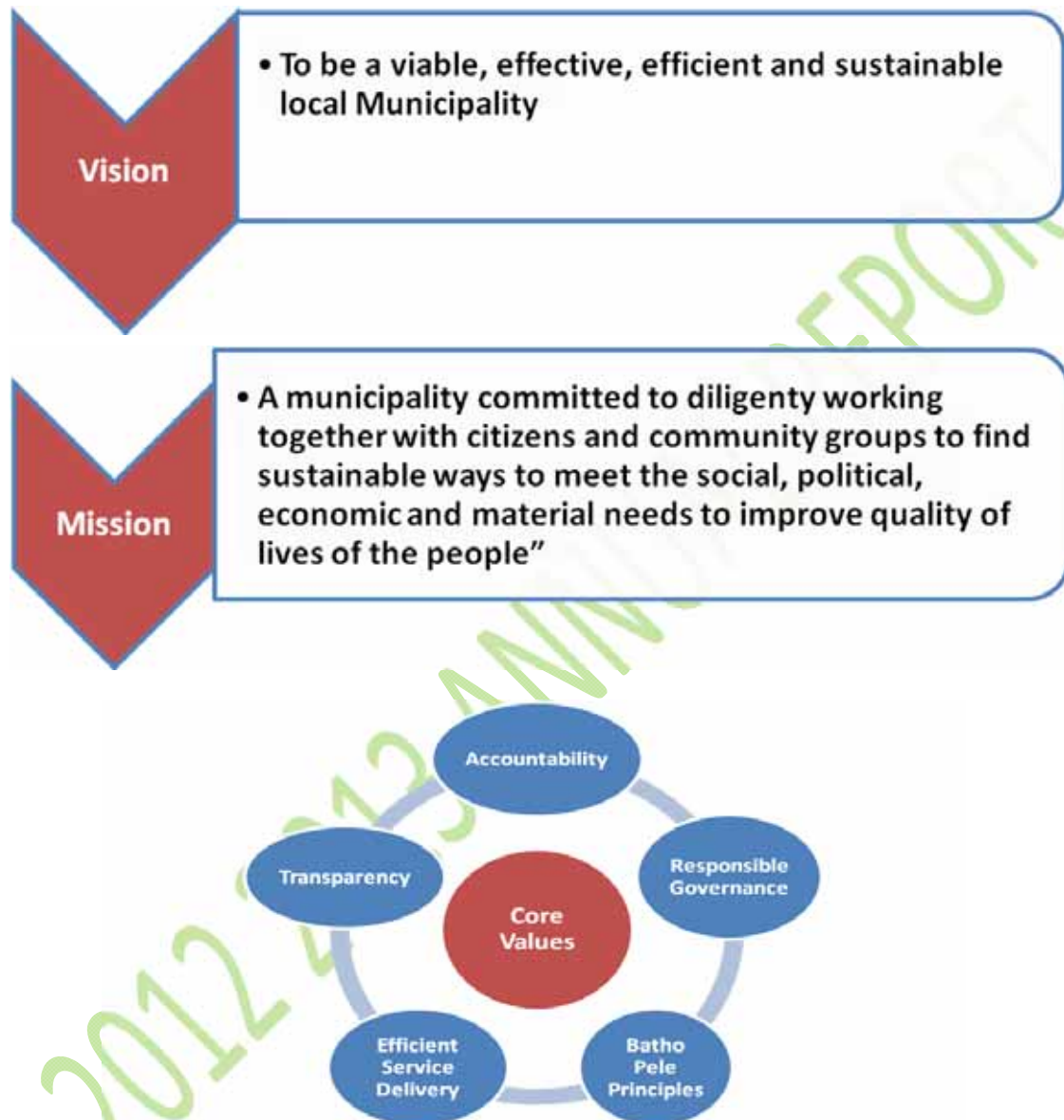
### **1.7.3. Tourism**

Although the Kgetlengrivier Local Municipality is not a primary tourism area, there are a number of activities within the area which attracts a number of tourists, which are:

- Private Game Farms;
- Anglo Boer War Sites;
- Guest Houses; and
- A number of dams which attracts campers, water sports and fishing enthusiasts.

## SECTION B: VISION, MISSION & VALUES

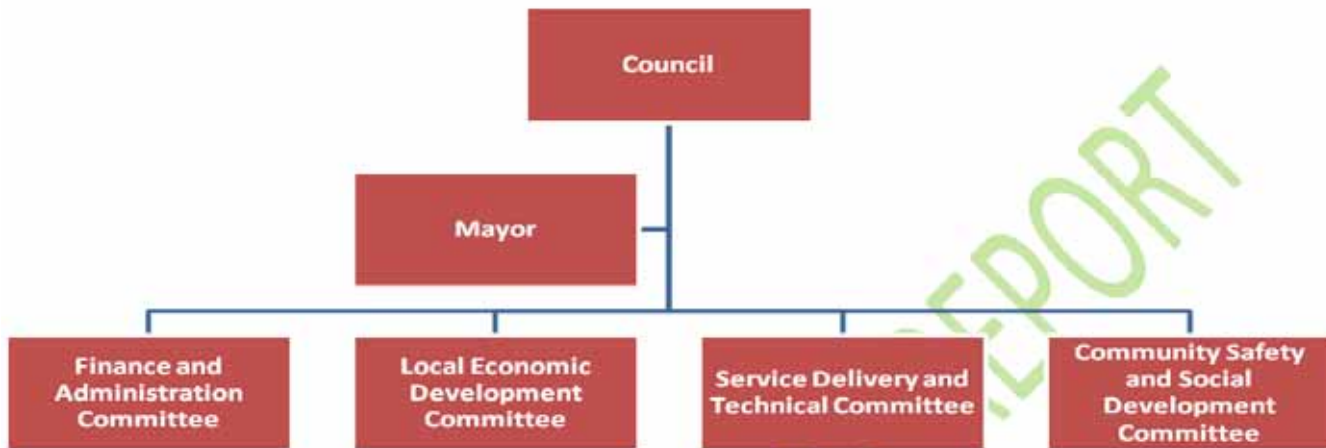
### 2. MUNICIPAL VISION, MISSION AND CORE VALUES



## SECTION C: MUNICIPAL STRUCTURES AND POWERS AND FUNCTIONS

### 3. MUNICIPAL STRUCTURES AND POWERS AND FUNCTIONS

#### 3.1. Political structure



*Cllr. O.D Medupe  
Mayor*



*Cllr. P.P Sesika  
Finance and Admin*



*Cllr. K.K Tlale  
Community Services*



*Cllr. O.S Molusi  
Technical & Infra Services*



*Cllr. M.L Molefe  
Local Economic Development*

### 3.1.1. NAMES OF COUNCILLORS

The council consists of five (5) female councilors and seven (7) male councilors, and their respective names and designated capacities are presented hereunder as follows:

### 3.1.2. Ward Demarcations

Ward number	Areas
01	Borolelo
02	Swartruggens, Helem mine, Moedwil, Kosterdam, Lindleyspoort
03	Randsave, Koster & Derby
04	Reagile [Sloja & Mountainview]
05	Reagile [Hospital view, Makweteng and part of Mountainview]
06	Mazista, Ratsegae, Redirile, Thlolego, Dwarsfontein

### 3.1.3. Names of Councilors and Political Parties

Ward Number	Ward Councilor	Party representing	PR Councilor	Party representing
01	Cllr Tlale K.K	ANC	Cllr Sesika P.P	ANC
02	Cllr Marais BvZ	DA	Cllr Lekabe R.K	ANC
03	Cllr Snyman J.P	DA	Cllr Robinson P.S	DA
04	Cllr Molusi O.S	ANC	Cllr Medupe O.D	ANC
05	Cllr Kgari A.V.R	ANC	Cllr Selolo P.J	ANC
06	Cllr Zwede A.V.R	ANC	Cllr Molefe M.L	ANC

Councilor O.D Medupe was elected as the Mayor/Speaker, given the status of KRLM as plenary municipality.



#### 3.1.4. WARD COMMITTEES

In this reporting period, the municipality had 6 well established ward committees consisted of ten (10) members each.

The ward committees continuously discharged their responsibilities of ensuring that the opinions of the public in their respective wards were taken into account in the decision-making processes of the council and that there was healthier interaction between the municipality and the community.

#### 3.1.5. COUNCIL MEETINGS

For the period under review, the council held a total number of 10 meetings. 4 of these meetings were ordinary council meetings and 5 were special meetings and were held as follows:

PERIOD	DATE	NATURE OF MEETING
1 <sup>st</sup> Quarter		Ordinary Council
		Special Council
		Special Council
2 <sup>nd</sup> Quarter		Ordinary Council
		Special Council
		Special Council
3 <sup>rd</sup> Quarter		Ordinary Council
4 <sup>th</sup> Quarter		Ordinary Council
		Special Council
		Special Council

### **3.2. ADMINISTRATION**

#### **3.2.1. Office of the Municipal Manager**

The office of the municipal manager is currently structured appropriately to deliver on the key areas for which the accounting officer is responsible; this in terms of the organogram and not necessarily in terms of the availability of the necessary skilled personnel to fill all indentified vacancies. A number of key vacancies exist as follows:

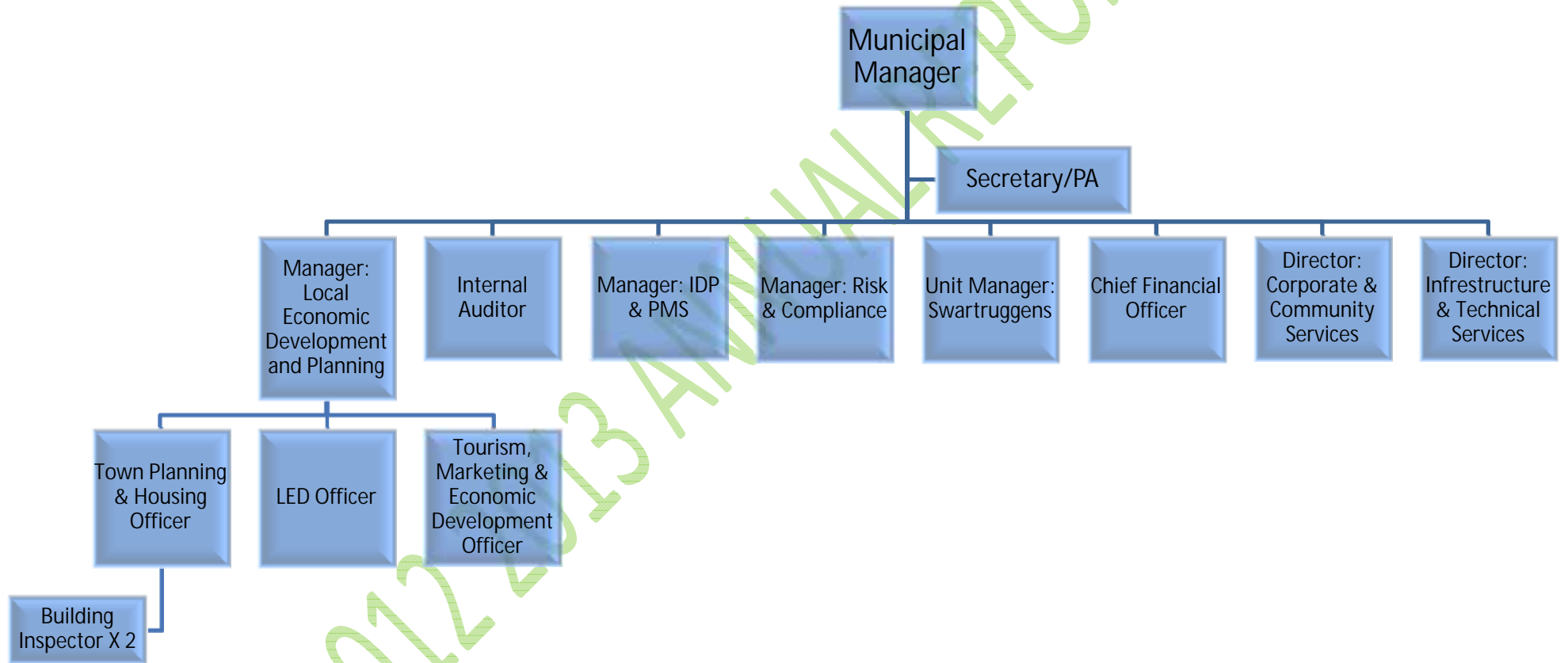
- Risk and compliance manager
- Unit manager – Swartruggens
- Manager IDP and PMS
- Manager LED and Planning
- Building inspectorate
- Housing Officer
- Audit clerk

Among the challenges that continue to plague the office of the municipal manager are the following:

- Lack of integrated planning
- Entrenchment of a high performance culture through a robust performance management system
- Occasional non-adherence to legislated reporting regime
- Auditor General Disclaimer
- No controls measures on performance information reported to various departments

The Municipal manager has signed contract of employment and performance agreement with the Mayor.

## Office of the Municipal Manager



### 3.2.2. Office of the Director Corporate and Community Services

The office of the Director: Corporate and Community services is currently structured appropriately to deliver on the key areas for which the director is responsible, this in terms of the organogram and not necessarily in terms of the availability of the necessary skilled personnel to fill all identified vacancies. A key number of vacancies are vacant as follows:

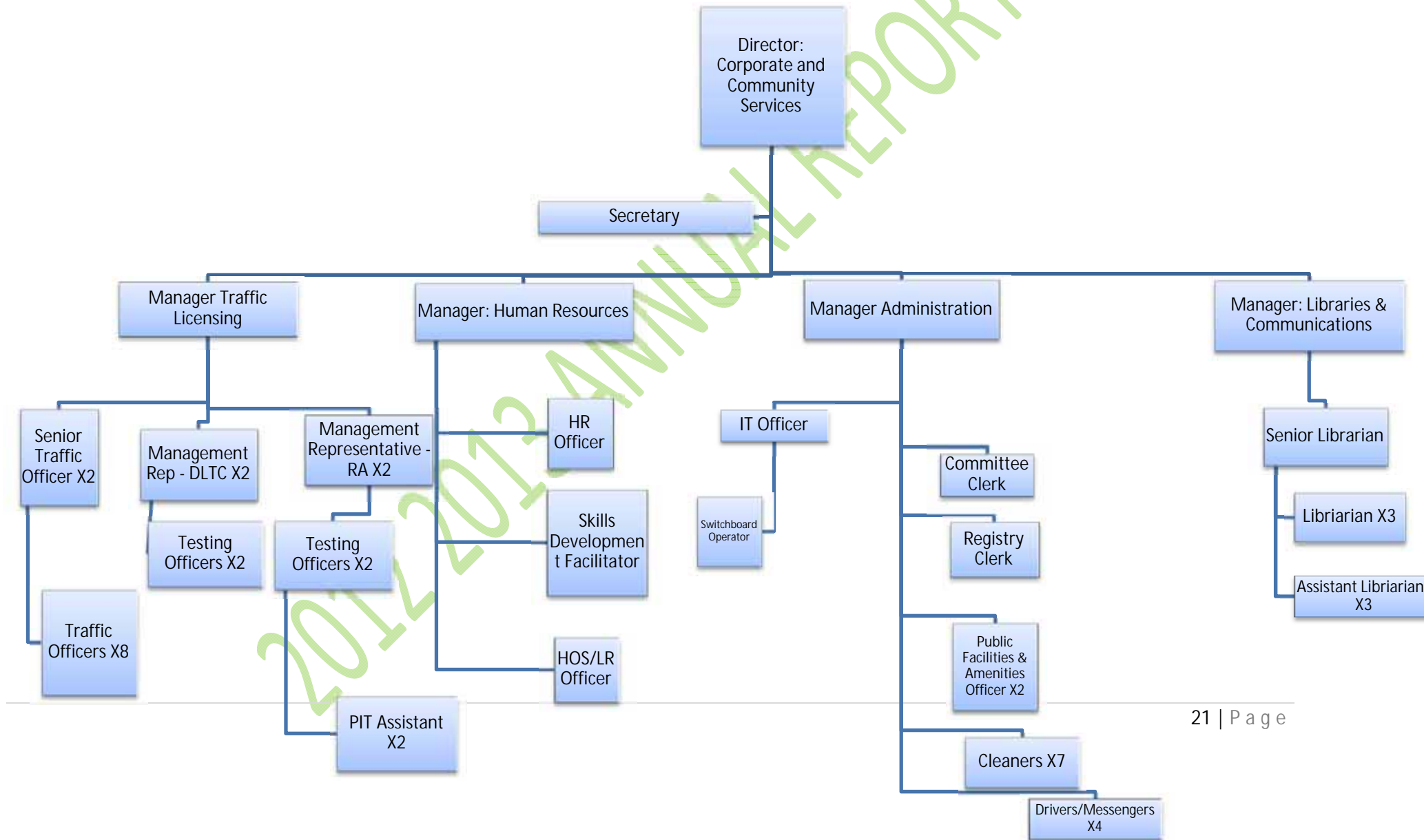
- Manager: traffic and licensing
- Management representative: Registering Authority x 2
- Manager: Human Resources
- Labour Relations officer
- Information Technology officer
- Manager Libraries and Communication

Among the challenges that continue to plague the office of the Director: Corporate and Community Services manager are the following:

- Maintenance of the integrity of information
- Lack of personnel management systems including clocking systems etc
- Lack of disciplinary mechanisms application competency
- Occasional non-adherence to legislation
- Facilities management and control
- Compliance with regulations i.r.o Road Worthy testing stations
- Establishment of an internal Information technology competence
- Insufficient traffic management capacity
- Monitoring of overtime

The Director Corporate and Community Services has signed contract of employment and performance agreement with the Municipal Manager.

## Office of the Director Corporate and Community



### 3.2.3. Office of the Chief Financial Officer

The office of the Chief Financial Officer is currently structured appropriately to deliver on the key areas for which the director is responsible; this in terms of the organogram and not necessarily in terms of the availability of the necessary skilled personnel to fill all identified vacancies. A key number of vacancies are vacant as follows:

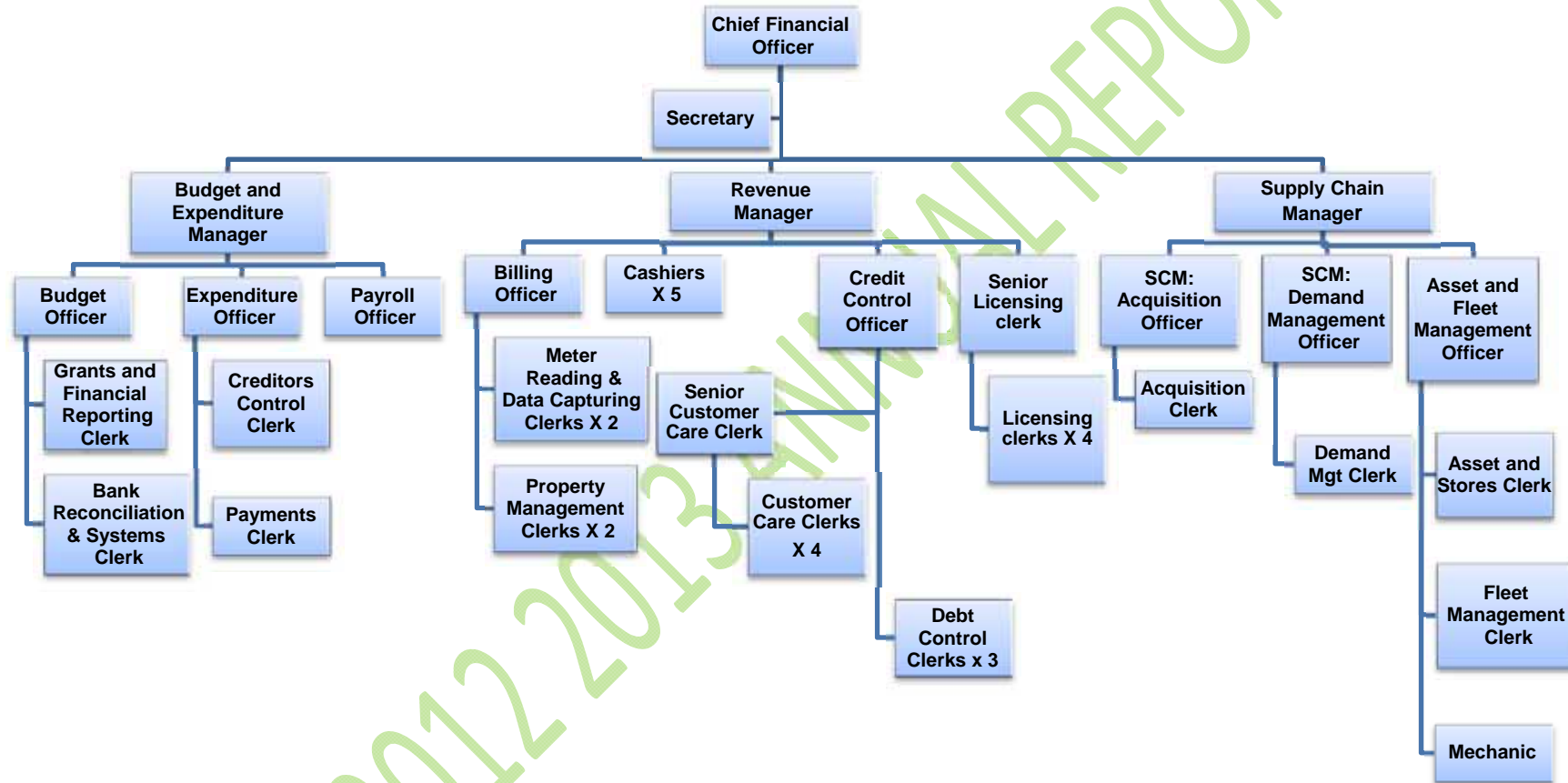
- Manager Budget and Expenditure
- Senior Customer Care
- Asset and Fleet Management Officer

Among the challenges that continue to plague the office of the Chief Financial Officer are the following:

- Turnaround time on awarding of Bids
- Minimum competence requirement of key personnel
- Revenue collection and expansion
- Management of Free basic services as well as indigent register
- Occasional non-adherence to legislation
- Incorrect Billing information
- Weak cash flow
- Management of fleet and assets

The Chief Financial Officer has signed a contract of employment and performance agreement with the Municipal Manager.

## Office of the Chief Financial Officer



### 3.2.4. Office of the Director Technical and Infrastructure Services

The office of the Director Technical and Infrastructure Services is currently structured appropriately to deliver on the key areas for which the director is responsible; this in terms of the organogram and not necessarily in terms of the availability of the necessary skilled personnel to fill all identified vacancies. A key number of vacancies are vacant as follows:

- Civil technician
- PMU coordinator
- Supervisor Water and Sanitation
- Supervisor Roads and storm water
- Supervisor Parks ,cemeteries and refuse removal

Among the challenges that continue to plague the office of the Director Technical and Infrastructure Services are the following:

- High volume of vacancies
- Lack of competent staff
- Management of contractors
- Poor turnaround time to reported burst and overflow
- Lack of plant machinery
- Occasional non-adherence to legislation

The Director Technical and Infrastructure Services has signed a contract of employment and performance agreement with the Municipal Manager.

In relation to general organizational issues the following must be noted:

- Quality of leadership in the municipality – It is a widely held opinion among a number of employees that although winds of positive change are beginning to blow with the new leadership in the municipality, there is a lot of targeted interventions that need to be undertaken to restore a sufficient level of trust.
- Interference of political leadership in operational matters including the management of personnel – reports are that there is still a significant amount of interference by political leadership in operational matters, to the point that councillors often give work related instructions to individual employees
- Perceived commitment of management to ensure harmonious labour relations in the municipality – it is reported that a number of labour related issues remain unresolved; this includes a number of complaints tabled by individual employees to management., these span from matters related to injury on duty to remuneration matters. It became clear in the discussions that most of the issues remained on the table simply because of lack of communication between management and employees.
- Communication – there is a conspicuous lack of substantive and coordinated information sharing with the workforce. A simple information sharing regime between management and employees would go a long way at ensuring that employees feel a certain level of inclusion and also to stem the time of misinformation that might take place in the absence of proper management information about important issues of mutual interest.
- Lack of supervisory competence – A number of issues that were discussed relating to operations point to the fact that the supervisory level of management in the municipality is either non-existent or sorely lacking in supervisory management. This causes major problems in that levels of work are not adhered to. This has resulted, for instance in directors actually

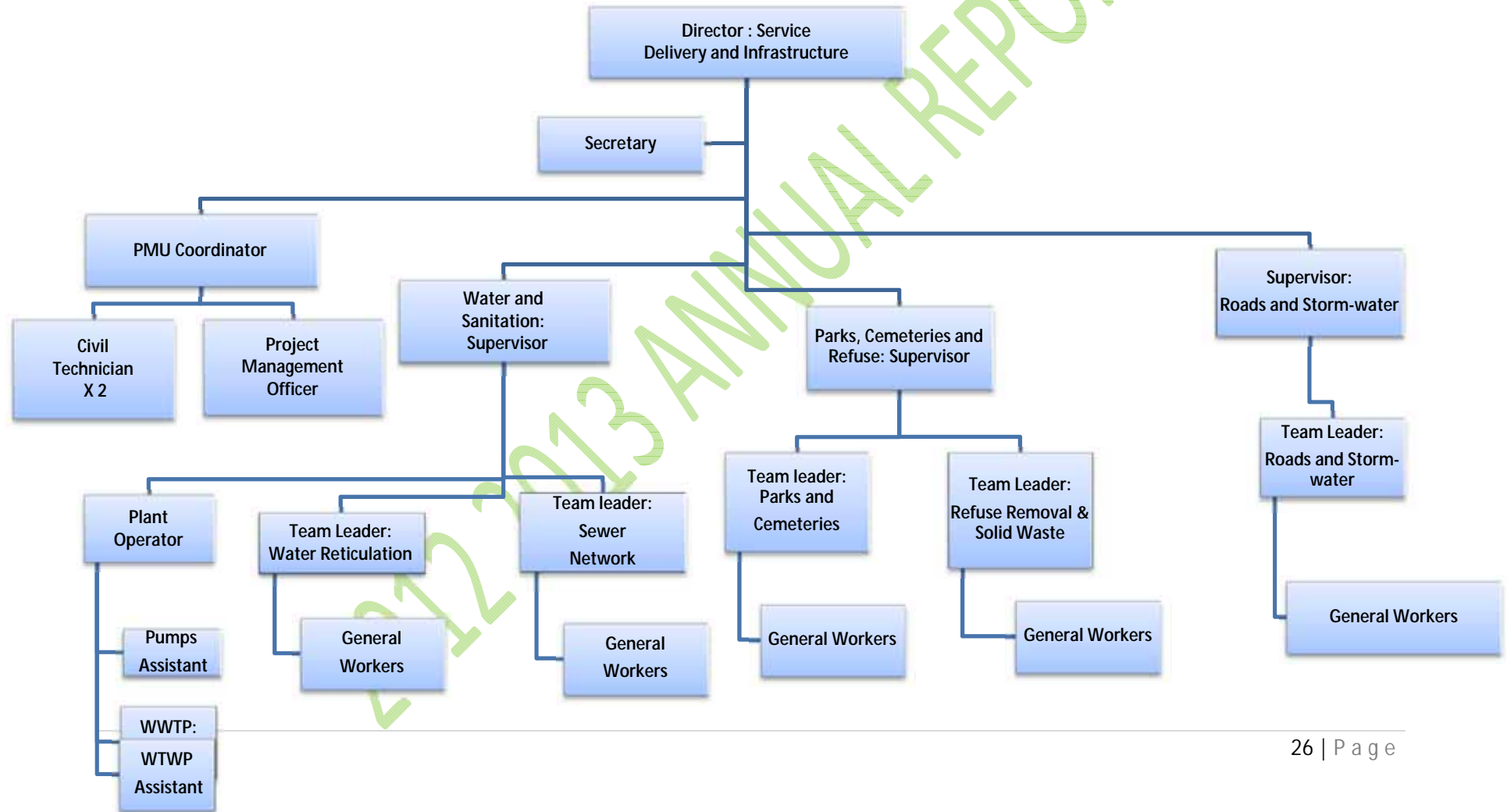


getting involved in supervisory work which means that their level of work suffers and channels of escalation are severely hampered.

- Unresolved racial tensions – Indications are that there are still deep seated racial tensions in the municipality
- The role of organized labour (Unions) – while the role of unions should be both the protection of employee rights and also education and empowerment, it seems that education and empowerment does not happen, this is a cause for concern.
- Employee age profile including the application of policies and procedures related to incapacity as a result of ill health – a number of employees are no longer fit to work as a result of illness or age, it is important that the merits of each case be considered and that appropriate steps be taken in this regard
- Health and safety – It is important that the municipality comply with the requirements of the Occupational Health and Safety Act immediately.

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## Office of the Director: Service Delivery and Infrastructure



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### 3.3. POWERS AND FUNCTIONS

#### 3.3.1. Powers and Functions

Kgetlengrivier Local Municipality derives its powers and functions from schedules 4b and 5b of the South African Constitution, Section 84 of the Structures Act and the authorizations by the Minister and adjustment by the MEC.

The table below contains a list of functions that are performed and those that are not performed by the municipality.

Table 5: Powers and Functions

Function	Status
Building Regulations	Performed
Cleansing.	Performed
Electricity	Performed
Fencing and Fences	Performed
Local Amenities	Performed
Local Tourism	Performed
Sport facilities	Performed
Municipal Parks and Recreation	Performed
Municipal Roads –(Local only)	Performed
Parks and Recreation	Performed
Public Places	Performed
Storm Water	Performed
Refuse Removal, Municipal Public Works	Performed
Street Trading	Performed
Water	Performed

Sanitation	Performed
Street Lighting	Performed
Traffic and Parking	Performed
Billboards and the Display of Advertisements	Not performed
Control of Public Nuisance	Not performed
Control of Undertakings that sell Liquor to the Public	Not performed
Facilities for the Accommodation, Care and Burial of Animals	Not performed
Licensing and control of undertakings that sell food to the public	Not performed
Licensing of Dogs	Not performed
Trading Regulations	Not performed

The municipality also performs the following functions on behalf of provincial departments:

- Libraries

## SECTION D: KEY FOCUS AREA AND OVERVIEW OF DEPARTMENTAL STRATEGIC OBJECTIVES

### 4. STRATEGIC OVERVIEW

#### 4.1. OFFICE OF THE MUNICIPAL MANAGER

DEPARTMENT	<p>The following divisions are managed by the Municipal Manager:</p> <ul style="list-style-type: none"><li>• Municipal Transformation and Organization Development</li><li>• Basic Service Delivery</li><li>• Local Economic Development</li><li>• Financial Viability</li><li>• Good Governance and Public Participation</li></ul>	
FOCUS	<p>The primary focus of the department is:</p> <ul style="list-style-type: none"><li>• To give priority to the basic needs of the community</li><li>• To promote social and economic development of the community</li><li>• To participate in provincial and national programs</li><li>• Risk Management</li></ul>	

#### 4.2. DEPARTMENT: CORPORATE SERVICES

The Corporate Services Department's objective is to support the following strategic focus areas of the municipality: ensure skilled and competent employees; compliance with relevant institutional human resource legislation and promoting sound labour relations, legal services, information management and administrative support.

The departmental key focus areas are as follows;

	The Department of Corporate Services comprise of the following divisions	
<b>HUMAN RESOURCES</b>  <b>Personnel and Organizational development</b>	<b>INFORMATION TECHNOLOGY</b>	<b>ADMINISTRATION</b>  <b>Auxiliary services</b>  <b>Administrative and Council Support</b>
<b>FOCUS</b>  -The effective management of human resources in order to ensure the transformation of skills development, employment equity and performance appraisal.  -Provision of strategic human resources support to all Council business functions, people development and to ensure the maintenance of sound labour relations.	-Ensure that the software utilized to support the transformation process complies with acceptable standards and regulations.  -The effective management of an administration system that is efficient and facilitates decision making and service delivery throughout Kgetlengrivier	-Provides administrative, logistical, operative, telecommunications management.  -Manage the Corporate Services budget so that income and the expenditure is in line with Council's requirements.  -Provides strategic advice, information and support.  -Provides Security Services

#### 4.3. DEPARTMENT: TECHNICAL SERVICES

	<p>The Technical Department comprises of the following divisions:</p> <p>Project Management</p> <p>Water &amp; Sanitation Electricity</p> <p>Roads &amp; Storm water</p> <p>Cemeteries</p>	
FOCUS	<p><b>CORE BUSINESS</b></p> <ul style="list-style-type: none"> <li>• Management of all Capital Projects</li> <li>• Water-Operation and maintenance of internal reticulation</li> <li>• Sanitation – Operation and maintenance of sewerage purification work</li> </ul>	

Service	North West	Kgetlengrivier	Backlog
Electricity	78,3%	63,5%	36,5%
Piped water	89,9%	80,8%	19,2%
Full or intermediate sanitation	53,4%	87,5%	12,5%
Refuse removal Services	48,81%	47,5%	52,5%



#### 4.4. DEPARTMENT: COMMUNITY SERVICES

	<p><b>The Community Department comprise of the following divisions:</b></p> <p>Housing, Traffic Management, Sport and Recreation, Libraries, Arts and Culture, Parks &amp; Cemeteries, Community Halls.</p>
<b>FOCUS</b>	<ul style="list-style-type: none"> <li>• Law enforcement</li> <li>• Community development</li> <li>• Control of housing and settlements</li> <li>• Recreational facilities</li> </ul>

#### 4.5. DEPARTMENT: FINANCIAL SERVICES

Kgetlengrivier Local Municipality operates its financial management within the framework of Municipal Finance Management Act (MFMA) Act No 56 of 2003 and the Annual Division of Revenue Act (DoRA).

Key focus areas are as follows;

	<p><b>The Financial Department comprises out of the following divisions:</b></p> <p>Income, Expenditure, Budget Office, Credit Control, Asset Management, Risk Management &amp; Supply Chain Management</p>
<b>FOCUS</b>	<p>To ensure efficient and effective financial management.</p> <p>Management of assets &amp; liabilities</p> <p>Management of revenue &amp; expenditure</p>

	<p>Management of Treasury Function</p> <p>Maintenance of Internal Financial Control</p> <p>Risk Management</p> <p>Financial advice to Council, Accounting Officer &amp; Management</p>
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2012 2013 ANNUAL REPORT

## SECTION E: MUNICIPAL ANNUAL PERFORMANCE ANALYSIS

### 5. PERFORMANCE ANALYSIS

#### 5.1. MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT

OUTCOME 9: Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 6: *Administrative and financial capability*

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Legislative Compliance</b>					
Policies aligned and compliant to legislation and collective agreements	Policies In place	100% alignment and compliance	Review <b>only</b> non-aligned & non-compliant policies	<b>Achieved</b> , the council has developed 2 new policies and approved Employee wellness policy and Transport Allowance.	NONE
Number of by-laws developed and approved	Ordinance in place	All By-Laws	4 By-laws developed	Only property rates By law was reviewed and gazette. there was no progress regarding other By laws but generic by laws where obtained from the BPDM.	Lack of Capacity within the institution.

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Maintenance of sound labour relations</i></b>					
100% adherence to collective agreements	Collective agreements in place	100%	<ul style="list-style-type: none"> <li>Adherence to Collective Agreements</li> <li>Completion of reported disciplinary cases</li> </ul>	Achieved, the Municipality has managed to adhere to Collective agreements.	None
Review of EEP and submission to labour dept.	1	Submission by 2012/08/31	Electronic submission of EEP to Dept. of Labour by January 2013	Submitted on the 14 January 2013	None
no of quarterly meetings	LLF in existence, not fully functional	Four	4 Quarterly Meetings	Only 2 Meetings were held.	Meetings not convened By SAMWU as they were appointed as chairperson.
Implementation of a wellness programme	No wellness programme	Implementation of wellness programme by 31 December 2012	Put necessary measures & systems in place by June 2013	Wellness programme and Policy was adopted by Council.	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Strengthening and skills base in the institution</i></b>					
WSP 2013/2014 submitted & implemented	WSP 2012/2013 to be submitted	WSP document submitted by 30 June 2013	WSP document submitted by 30 June 2013	Submitted on the 29 June 2013.	None
Completed skills audit	skills audit questionnaire in place	30-Sep-12	Completed Skills Audit by end of March 2013	Completed in May 2013.	None
All employees have a development plan in place	2011/12 Annual Training Plan in place	Approved annual training plan	Approved annual training plan	It is part of the WSP that was submitted.	None
Number of bursaries awarded	17	15 Bursaries awarded (breakdown – 2 for Employees & 13 Community Members)	Finalized review process and awarding of bursaries to deserving students	Not Achieved, the item was served in Council by 28 March 2013 and it was disapproved by council.	Disapproved by council.
Functionality of Training committee	Training Committee in place	4 quarterly <u>reports</u>	4 quarterly meetings	Only 2 Meetings were held.	Resignation of Members and inactiveness
Annual prosecutor and presiding officer training completed	30 Officers trained	30 Officers	Refresher training for officers conducted	Conducted on the 15 February 2013.	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Organisational structure aligned to the IDP and Budget</i></b>					
Reviewed and updated Organisational Structure	Existing organisational structure aligned with IDP and budget	31-May-13	Reviewed and updated Organisational Structure by 31 May 2013	Reviewed and approved by Council on the 30 May 2013.	None
Reduction of critical vacancies	High Vacancy rate	Filling of critical vacant posts	Critical posts identified & appointments done to fill such.	Only one post was filled. 22 advertised 9 shortlisted.	Lack of Funds.
Development and implementation of a Employee Retention Strategy	Retention strategy not in place	Approved Employee Retention Strategy	Approved Employee Retention Strategy	Not Achieved	Lack of capacity.

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Maintenance of data integrity and storage</i></b>					
Development of an effective records management system	No monitoring regime for integrity of administration and record keeping	Functional records management system by June 2013	Functional records management system by June 2013	Draft Records Management In place and secured R200 000 for records and document management. We have also secured IT infrastructure. BPDM is assisting us to finalize the plan.	Late confirmation by BPDM to assist in finalizing the plan.
Develop an effective IT master plan and security protocol	IT Master plan not in place	Effective Master plan - June 2013	Effective IT Master plan - June 2013	The Council commissioned a due diligence study which was completed.	The focus was shifted in due diligence.
Approved Business Continuity Plan	BCP not in place	Jun-13	<b><u>Not applicable – to be planned for next FY but very critical</u></b>	The KPI was abandoned due to lack of funds and it will be done in the next financial year.	Lack of funds.

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Proper management of facilities</i></b>					
Approved policies to govern usage of municipal facilities	No policies governing municipal facilities usage	Policy document by December 2012	Policy document by June 2013	Completed and approved on the 28 March 2013.	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Public safety</i></b>					
Traffic officer patrols		Regular visible policing	Regular visible policing	Achieved, it is done on a continuous basis.	None
To collect 50% of outstanding traffic fines	No collection	50% Traffic fines collected	50% Traffic fines collected		
Holding of regular Roadblocks	6 road blocks in previous financial year	4 Road blocks	4 Road blocks	16 roadblocks were conducted	None



KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Drivers Licence and Testing Stations</b>					
Modification of RA Admin Office	Current office space inadequate	RA Office in place	RA Office in place	Not Achieved	Financial Challenges
Appointment of Testing Officers		4 Testing Officers appointed	4 Testing Officers appointed	2 shortlisted by June.	Due to financial constraints council delayed appointment.
Appointment of Licensing clerks	4 Licensing clerk in place	2 Licensing clerk appointed by December 2012	2 Licensing clerk appointed by June 2013	2 posts advertised.	Due to financial constraints council delayed appointment.

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Library Services</b>					
Library Programmes implemented as per calendar of events	20 awareness programme held	3 per quarter per Library	3 per quarter per Library	Achieved, over 20 programmes completed.	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Consumer Education</b>					
Adherence to the Consumer Education Programme	No consumer education initiative	4 Consumer education workshops	2 Awareness Creation programmes	Flyers on illegal dumping distributed.	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Consumer Education</i></b>					
An established community radio station	No Community Radio Station	Functional Community Radio Station	Create an enabling environment for the establishment of the Community Radio Station	Achieved, provided all relevant information to Both groups Swatuggens and Koster.	None
Increased readership of Newsletter	Newsletter in place	3000 copies of the Newsletter distributed quarterly	Newsletter developed internally	Not Achieved	Capacity Challenges
An effective communication strategy	No communication strategy	Improved community engagement through multiple communication mediums		Not Achieved,	Capacity and funding constraints.
An updated and accurate Municipality Website	Outdated Website	Fully Functional and up-to-date Website	Fully Functional and up-to-date Website	Not Achieved,	Capacity challenges
Positive positioning of municipality	Undetermined	Improved perception of municipality amongst the community and stakeholders	Improved perception of municipality amongst the community and stakeholders	Not Achieved	Capacity challenges

## 5.2. BASIC SERVICE DELIVERY

### OUTCOME 9: Output 2: *Improving access to basic services*

#### Output 4: *Actions supportive of the human settlement outcome*

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Provision of Clean Water communities</b>					
Number of households connected with metered yard connection	10,800	1500	1 570	Project is complete. 1600 connections have been finalized	None
No of Kilometres replaced	0	(number)Km of pipeline	0	Project was struck off the system due to lack of funding	Non Approval of project by MIG
Augmentation of sustainable water source for future use	8Ml/day	Development of a comprehensive Feasibility Study	Commencement with the study	Study has just commenced. Project will form part of the Pilanesberg Water Scheme	Due to waiting for inclusion into the Pilanesberg Scheme as well as lack of funding
Maintained and repaired boreholes	14 boreholes	Refurbishment of 3 Koster Boreholes by June 2013	Refurbishment of 3 Koster Boreholes by June 2013	Boreholes were not refurbished due to lack of funding in 2012/13 FY, However, funding has been confirmed for 2013/14 FY	Lack of funding
Improvement of Water Supply to Bo-Dorp in Swartruggens and Malan Street in Koster	Low Pressures	Improve water supply and pressures in Swartruggens (Bo-Dorp) and Malan Street in	Improve water supply and pressures in Swartruggens (Bo-Dorp) and Malan Street in Koster	Booster pumps have been installed to isolate Borolelo from the CBD, however, the Bo Dorp issue has not been completely resolved	Old infrastructure and valves that cannot be located

		Koster			
Development of a proper Water Demand and Conservation Management	Undetermined	To have a proper WD / WCM Plan	Complete WCM/ WDM Plan by December 2013	Funding for this was only confirmed at the end of June 2013	Late approval of funding

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Provision of proper sanitation to communities</b>					
Number of VIP toilets build	2800 household below RDP Level	200 VIP toilets in Ratsegae	Completion of Study and Submission of Technical report to DWA	Project not implemented	Non approval of project by MIG
Number of waterborne toilets constructed		45 waterborne toilets	10 toilets at Randsave by end of June 2013	Toilets could not be installed due to lack of internal / reticulation infrastructure for the identified houses.	It has been found that these houses are not on the planned location. Lack of reticulation.
Construction of WWTW in Koster	Oxidation Pond	Completion of Feasibilities and Project readiness plan	Complete feasibilities by June 2013	Implementation Readiness study is complete and waiting for DWA's approval of the project.	None
Completed feasibility study	Septic tanks and small bore sewers	Feasibility study report and Business Plan	Complete feasibilities by June 2013 and submit Business Plan	None	Lack of funding

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Provision of Paved Roads and improved access</b>					
Number of paved Kilometres completed	22Km of unpaved internal roads	2.5km - Reagile 1.5km - Rodeon 1km - Redirile	2.5Km in Reagile; 2Km in Rodeon; 2Km in Redirile	Projects are at advanced stage in Reagile and Redirile. Rodeon started very late, but contractor is on site now.	Late start on projects due to late appointment of contractors
Number of bladed kilometres completed	Undeterminable	5km of new roads	Not Adjusted	Not Achieved	Due to lack of funding the project was abandon
Roads developed in informal settlements	No proper roads	Roads developed in Borolelo, Leeuwfontein and Redirile	Blade / open all roads by June 2013	Roads have been developed in Leeuwfontein	None
Adherence to the Letsema Plan	Letsema in place only in Swartruggens	Establishment of Letsema in all towns	Letsema will operate till end of the Financial Year, June 13	Done	None
Number of speed humps constructed	0	10 Speed humps	10 Speed humps	16 humps completed	Late start on projects due to late appointment of contractors
Number of Kilometres completed	15km of surfaced Roads	2km in the Municipal Area	Not Adjusted	Lack of budget.	Lack of budget.
Number of Kilometres completed	15km of surfaced Roads	18,000m <sup>2</sup> (3Kms)	Fix all potholes using internal staff and own material	Potholes were patched in Koster using internal resources.	
Number of Kilometres bladed and regavelled	22Km of unpaved / Gravel roads	10km of roads to be regavelled	10 Km	Roads were cleared in Reagile Ext. 6 & 7	Lack of Funding
Approved roads & storm water	No master	Approved roads &	Appointment of Service	Not done	Lack of Funding

master plan	plans	storm water master plan	Provider and commencement of the planning		
Number of street name boards and signage replaced	Old board and signage	Replacement of all street name boards and signage completed	Conduct survey on which signage to be replaced and source funding	Channels were cleaned in Reagile and Derby. No new stormwater drains were constructed	Lack of funding

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Provision of Domestic Electricity and community Lighting</b>					
Number of High Mast Lights installed	51 High Mast Lights in place	6 High mast Lights in Mazista	0	Project was stalled due to lack of electricity supply in Mazista	
		1 Medium Mast Light in Cederella	1 Medium Mast Light in Cederella	9 Medium Masts were installed in Cederella	None
		2 Medium Mast Lights in Swartruggens	2 Medium Mast Lights in Swartruggens	4 Medium Masts were installed in Rodeon (Indian Area)	None
Number of Streets Lights installed /High Mast Lights Installed	450	6 street lights in Swartruggens/Fouche street	0	No New street lights installed due to the construction of Fouche street	Light could not be installed. The road had to be completed first.
Number of street lights maintained	450	100 lights to be maintained	Not Adjusted	All lights have been maintained.	None

Providing Electricity to all municipal areas	10800	500 household to be electrified in Mazista	500	Mazista Township has been electrified. 500 households are now having electricity	None
Master Plan Developed	None	Complete Master Plan by June 2013	Appointment of Service Provider and commencement of the planning	None	Lack of funding
Development of business plan and funding proposal	Conventional electrical meters	Carry out study and approved Business plan and completed funding application	Appointment of Service Provider and commencement with area analysis	Not done.	Lack of proper planning and funding.

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Providing of safe and healthy environment</i></b>					
Placement of skip bins in strategic areas and introduction of refuse collect in informal settlements	15	Eradicate 10 illegal dumping sites within the municipal area	Eradicate 10 illegal dumping sites within the municipal area	All illegal dumps were cleared in Reagile, however skips could not be installed due to lack of the Truck	None
Number of households increased for refuse collection	10 800 households	4661	Not Adjusted	Done	None
A commissioned landfill site	Landfill sites not legalized and maintained	1 Regional Landfill site established	Not Adjusted	None	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Provision of recreational parks and cemeteries</i></b>					
Number of cemeteries established	7 cemeteries	3 cemeteries established	Proper identification of suitable land for Cemeteries	Not done	Lack of proper land and funding



KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Provisioning for better planning proper Contract management</i></b>					
Project implementation readiness study ( Project Scoping MIG Application PDR, EIA, Tender Documentation	None	Getting all Capital projects implementation ready	Not Adjusted	All projects for 2013/14 were planned as 2 <sup>nd</sup> Phases of the current ones. Professional Service Providers were appointed for 3 yr	None
Number of SLA's entered into/signed		Entered into service level agreement with all appointed service providers	Not Adjusted	All SLA's were developed but still to be signed by appointed Service Providers	None

### 5.3. GOOD GORVERNANCE

**OUTCOME 9: Output 1: Implement a differentiated approach to municipal financing, planning and support**

**Output 5: Deepen democracy through a refined Ward Committee model**

**Output 7: Single window of coordination**

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Deepening Democracy</b>					
Regular submission of ward committee meeting minutes	6 W/C in place	12 copies of minutes	12 copies of minutes	Ward committee meeting do take place every Tuesday.	None
To conduct a skills audit and development and implementation of training plan	50 Members Trained	Adherence to training plan	Completed Skills Audit	Not Achieved,	Lack of capacity within the institution.
Number of community meetings held	20 Community Meetings	24 meetings held. Community meeting reports submitted quarterly	12 Community Meetings held	All community meetings were held as planned	None
Proportion of support provided in relation to needs identified	Infrastructure support provided	Monthly	No adjustments made	The municipality availed its premises for ward committees	None
Development and implementation of an Electronic Customer Feedback Management System	Manual System in place	Electronic Customer Feedback Management System - June	Move the Indicator to the next financial year	The municipality still using the manual system to record complaints.	Lack of funds

		2013			
% of community structures trained on participatory democracy	None	20% community structures trained	Move to the next financial year	Not achieved	Lack of capacity

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Strengthening Accountability</b>					
13/14 SDBIP and Performance Agreements prepared and Submitted	12/13 SDBIP and P A in place	13/14 SDBIP and performance Agreement prepared and submitted	Signed SDBIP and Performance Agreements	SDBIP and performance contracts were signed and submitted in time.	None
section 46 report [ [Annual Performance Report] 11/12 prepared and submitted	10/11 Section 46 report in place	section 46 report [ [Annual Performance Report] 11/12 prepared and submitted by 31 August 2012	None	The municipality did manage to submit section 46 to Auditor General in time.	None
11/12 Annual report produced and approved	09/10 Annual report not in place	Approved Annual Report by January 2013	Development of Annual Report by May 2013	Not Achieved	Due to late Audit Report from the Auditor General.
PMS policy and framework approved by council	PMS framework and policy in place	PMS policy and framework approved by 31 August 2012	None	The municipality did manage to develop and adopt PMS framework.	None
Number of quarterly performance reviews conducted	4 Quarterly reports Developed	4 quarterly reports submitted to	Submission of 1 quarterly report	All quarterly reports produced.	None

		Council			
Number of quarterly performance reviews conducted	No quarterly performance reviews conducted	4 quarterly performance reviews conducted	Move the Indicator to the next financial year	Not Achieved	Lack of capacity
2011/12 Annual Performance assessment conducted	10/11 Annual Performance assessment held	Annual Performance assessment conducted by February 2013	Move the Indicator to the next financial year	Not Achieved	Lack of Capacity
2012/13 Midyear performance report prepared and submitted	11/12 midterm assessment conducted	2012/13 Midyear performance report prepared and submitted	None	Midyear assessments conducted	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Ensuring Legislative Compliance</b>					
13/14 IDP, budget process plan submitted	12/13 IDP, Budget process plan in place	12/13 IDP, budget process plan submitted by 31 August 2012	None	Process plan submitted in August 2012	None
Credible 13/14 draft and final IDP & budget submitted on time	5 year IDP and 12/17 budget in place	Credible 13/14 draft(March 2013) and final(May 2013) IDP & budget submitted on time	Credible 13/14 draft(March 2013) and final(May 2013) IDP & budget submitted on time	Budget and IDP reviewed in time	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Strengthening oversight Capacity</b>					
Number of council meetings held.	4 Council Meetings held	4 Council Meetings	4 Ordinary Council Meetings	Achieved	None
Number of portfolio committee meetings held.	4 per Portfolio meetings held	4 Per Portfolio committee meetings	4 Per Portfolio committee meetings	Achieved	None
Number of oversight committee meetings held.	4 Oversight committee meetings held	4 Oversight committee meetings.	Withdraw the Indicator	The indicator was withdrawn due to oversight was replaced by MPAC	
Number of Tribunal meetings held.	1 Tribunal	4 Tribunal	4 Tribunal Meetings held	Not Achieved	Lack of capacity

	Meeting Held	Meetings held			
holding of assessment of all committees	None in place	functional monitoring mechanisms		Development and adoption of corporate calendar.	None
Number of MPAC meetings held.	None	4 MPAC Meetings held	4 MPAC Meetings held	Not Achieved	Lack of capacity

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Improve Internal Control Procedures to Obtain Favourable or Qualified Audit Opinion</i></b>					
Developed audit recovery plan and Improved audit opinion	A History of disclaimer	Improved Audit opinion in 12/13	Action Plan in place	Not Achieved	The municipality did not utilize the BPDM Audit committee.
Improved and functional Internal Audit committee	Internal Audit unit in place	Functional Audit committee	Rescind the Council Resolution	Not Achieved	Ineffective communication between the district and the municipality.

#### 5.4. LOCAL ECONOMIC DEVELOPMENT

##### OUTCOME 9: Output 1: Implement a differentiated approach to municipal financing, planning and support

##### Output 3: Implementation of the Community Work Programme

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Capacity Building Programme</b>					
The level to which business competence gaps are closed	No business support plan exists	Adherence to 2012/2013 business support programmes	Updated Database and developed business support plan	Draft Business Plan Developed	Lack of capacity
Adherence to the business quota as set by finance department (30% procurement spend)		30% of procurement spent	30% of procurement spent	Sub-contracting of locals guaranteed w.r.t Infrastructure projects	None
Continuous implementation of marketing support programmes	None	Levels of leveraging of marketing support programmes	Existent link in the KRLM website	In partnership with DEDECT-workshops held on _____ with SMMEs	Lack of Internet
Establishment of Business Support Centre	None existing	Functional Support Centre	Business case developed, land identified and funding secured	Not achieved	Lack of land identification and budget

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Relocation of subsistence farmers</i></b>					
Number of stock farmers assisted with relocation		All Emerging Stock Farmers	Availability of land	Engagement with current leased owners	Not Achieved Awaiting the expiry of current agreement

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Introduction of emerging farmers to commercial farming</i></b>					
Adherence to business support programmes	No support programmes	Adherence to 2012/2013 business support programmes	Adherence to 2012/2013 business support programmes	Not Achieved	Await the approval of support programme

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Promoting of the catering and hospitality sector</i></b>					
Compliance with all legislative requirements	None	Adherence to 2012/2013 business support programmes	Adherence to 2012/2013 business support programmes	Developed caterers database Training provided to caterers during the Skierlik-Mazista Commemoration	None



KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Formulation of LED Structures</i></b>					
Sector Forums Established	No existing LED structures	Functional Sector Forums	Functional Sector Forums	Identification of stakeholders done	Awaiting guidelines and Terms of Reference from Department

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Creation of a conducive environment for Investment Opportunities</i></b>					
Sector specific incentive packages developed	None	Incentive packages in place	Incentive packages in place	Not achieved	Capacity challenges to develop incentive package
Sites identified and integrated into land use management scheme	Sites available	Obtained substantive recommendations	<b>Reserve feasibility study and related processes for next FY</b>	Not achieved	Capacity & funding challenges

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Effective Relationship Building</i></b>					
Relationships build and the harvesting of synergies	Unhealthy relationship	Strategic relationships build with key stakeholders	Strategic relationships build with key stakeholders	Vuselela FET College – Learnership  NYDA – Youth Entrepreneurship & Skills Development  NARYSEC – National Rural Youth services Cooperatives	Lack of capacity

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES :</b>					
Number of tourists attracted to Kgetlengrivier	None	Establish tourism information centres at the following: <ul style="list-style-type: none"> <li>• Old railway station building Koster</li> <li>• Old railway station building Swartruggens</li> <li>• Upgrading of Koster dam Resort</li> <li>• Upgrading of Leeufontein dam fishing</li> <li>• Upgrading of Swartruggens dam facilities</li> <li>• Develop a tourism route</li> </ul>	Establish tourism information centres at the following: <ul style="list-style-type: none"> <li>• Old railway station building -Swartruggens</li> </ul>	Not achieved	Financial challenges

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Upgrading of Small Scale Manufacturing</i></b>					
Cooperative established and functional	None	Productive paving bricks cooperative	Productive paving bricks cooperative	Galitshwane Brick Cooperative launched on 17 July 2012	Capacity challenge

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Chicken farming</i></b>					
Functional cooperatives	Infrastructure in place	Facilitate establishment of Cooperatives in :  • Reagile	Land and Participants identification	Engagement with J&P Chickens Coop. completed – for land identification and allocation	Capacity challenge

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Crop Farming</i></b>					
Functional cooperatives	Infrastructure in place	Facilitate establishment of Cooperatives in Mazista	Land and Participants identification	Land identified Kopano Learning Centre - Women Coop. in Mazista for nursery & food gardening	Lack of capacity

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Slate Mining</b>					
Legally compliant mining of slate	Undetermined	To be determined during quarter one, after studying the report findings	Revisit study conducted by Bojanala Platinum District Municipality in relation to mining of slate	Letter of Support issued to Sebo-mochine Slate Mining Co. w.r.t. job creation	Bojanala cannot avail the document

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Kgetleng Rivier Exhibition show</b>					
Impact on Local GDP	None	One show per annum	One show per annum	Not Achieved	Capacity & funding challenges

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Eradication of Informal Settlements</i></b>					
All informal settlements formalized and tenure secured	4800 shacks	Finalization of EIA and other studies. Completion of lay outs plan and Township establishment processes	Not Adjusted	Achieved, all EIA conducted and Lay out plan submitted to surveyor general.	Awaiting approval of lay out by surveyor general.
By-law adopted and gazetted to control informal settlements	No by law currently in place	By-law fully operational	<u>Part of the development of by-laws</u>	Not Achieved	Lack of capacity

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Township Establishment</i></b>					
No of affordable sites developed in remainder of portion 40 in Leeufontein and Swartruggens	<b>Land Identified</b>	Finalization of EIA and other studies. Completion of lay outs plan and Township establishment processes	Approval of township establishment by Council, Pegging of sites	Not Achieved	Lack of capacity
Land Identified and allocated	land to identified for FBOs, NGOs, churches and business sites	Land available and in line with municipal town planning	Land available and in line with municipal town planning	Not Achieved	Lack of capacity
No of sites available for low cost housing	Land Identified	Finalization of EIA and other studies. Completion of lay outs plan and Township establishment processes	Acquisition of funding to effect township establishment	Not Achieved	Lack of capacity

Rejuvenated town entrances	Entrances to towns not aesthetically pleasing or informative	Improvement of entrances to Derby, Swartruggens, and Koster	Improvement of entrances to Derby, Swartruggens, and Koster	Engaged private donors	Awaiting funding from private donors
No of hectares purchased for low cost housing.	Land Identified	500 hectares secured	Engagements with the Department of Land Affairs	Not Achieved	Lack of capacity
Number of streets named & boards created	No policy exists and streets have approved names and name plates	Street naming policy developed, approval of street names and erection of street name boards	Development of naming policy	Not Achieved	Lack of capacity
By-law on billboards and advertising	No policy exists	By law on billboards approved	<u>Part of the development of by-laws</u>	Not Achieved	Lack of capacity

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Adherence to Legislative and building controls</i></b>					
Development and adoption of Land Use Management Scheme	3 old Town Planning schemes not covering the while municipal area	Effective implementation of Land Use Management Scheme	No Adjustments made	Not Achieved	Awaiting finalization of the Land Use Management Bill to be finalized by parliament
Appointment of registered Town planner	unit not in place	Fully functional town planning	No Adjustments made	Post Advertised and shortlisted	Due to lack of funds the post was abandoned
Percentage of existing building complying to building regulations	Existence of non compliant buildings	20% of existing building complying with regulations	No Adjustments made	Not Achieved	Post of Building inspector still vacant
all submitted plans checked for compliance	Position of Building inspectorate filled	compliant plans approved	No Adjustments made	Not Achieved	Post of Building inspector still vacant
Compliant and safe buildings	Inspections have been initiated by the building inspector	compliant plans approved	No Adjustments made	Not Achieved	Post of Building inspector still vacant

## 5.5. MUNICIPAL FINANCIAL VIABILITY

OUTCOME 9: Output 1: Implement a differentiated approach to municipal financing, planning and support

Output 6: *Administrative and financial capability*

Output 7: *Sign General Ledger window of coordination*

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : Legislative Compliance and Reporting</b>					
No. of monthly budget Statements (Section 71 reports)		12	12	Achieved	None
Number of budget adjustments submitted and approved by council		Submit adjustment budget to Council by January 2013	Submit adjustment budget to Council by January 2013	Achieved	None
No. of bank reconciliation		12	12	Achieved	None
No. of VAT reconciliations	11 VAT Reconciliations	12	12	Achieved	None



KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Asset management and policy implementation</i></b>					
Updated asset register and unbundling of assets	Only movable assets were counted	12 updates per annum	12 reconciliations per annum	All concluded	None
Number of policies and procedure manuals reviewed, adopted and implemented		15	All finance and budget related policies	15 Budget related policies approved by Council.	None
To conduct workshop on finance policies	Workshop on finance policies	1	1	Not Done	Policies were not reviewed timeously hence no workshops could be conducted
2011/12 Annual Financial Statements Submitted within prescribed timeframe	2010/11 AFS submitted	2011/12 Annual Financial Statements Submitted within prescribed timeframe		Submitted to AG in August 2012	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Revenue Enhancement and improvement of billing systems</i></b>					
No. of salary reconciliations	Recons not performed	12	12	Achieved	None
Payroll reports signed by senior manager	11 Reports printed but not reviewed by senior official	12	12	Achieved	None
Number of payroll reports submitted to Finance Committee		4	4 quarterly reports	Achieved	None
No. of debtors reconciliations	Reconciliations not performed	12 Recons	12	Achieved	None
Updated indigent register on half yearly basis	Indigent policy not implemented	2 indigent register reviews and updates		Indigent register fully update on the accounting system	none
% Decrease in debtors	No debt collection strategy	%Decrease in debtors		Achieved a 75% collection rate for the fourth quarter	None
Established and functional payments	No debt collection strategy		3 pay points established in the identified areas	No new office established	Budgetary constraints to appoint new personnel and acquire resources required for the establishment of the cash office

Implementation of MPRA	No pay points	3 pay points established in the identified areas	2 pay points in Borolelo and Reagile	Not Achieved	Lack of Capacity
Increased revenue					
Revise the tariff structure to be cost reflective	Valuation roll publicized, draft policy and by-law developed	Property rates revenue enhanced	Appoint suitably qualified valuer to compile and manage the valuation roll of the municipality	Finalized the appointment of the professional valuer to compile and maintain a new valuation roll	None
Register consumers on the financial system to ensure billing	Limited sources of revenue	Increase current revenue by 10%	Increase revenue collection rate to 70% of billed revenue	Not achieved	Although revenue collection for consumers has improved, there as still visible challenges with regard to the collection of income from traffic fines. The process of engagements with the magistrates office to recover all traffic fine income stalled, hence less progress was made
Updated indigent register on half yearly basis	Outdated tariff structures	Revised tariff structure	Implement the revenue enhancement strategy and revise tariffs	Not Achieved	Although revenue collection for consumers has improved, there as still visible challenges with regard to the collection of income from traffic fines. The process of engagements with the magistrates office to recover all traffic fine income stalled, hence less progress was made

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Establishment and management of a fully functional supply management unit</i></b>					
Updated supplier database register	Outdated supplier database	bi-annual review and update	bi-annual review and update	Supplier database adequately updated.	None
Tax matters to be declared before awarding a supply contract above R15 000.(SCM policy 43)	The municipality ensures that the suppliers' tax matters have been declared before awarding a supply contract above R15 000.(SCM policy 43)	12	12	Achieved	None
Update SCM procedure manual and number of staff trained on SCM procedures	Procedure manual	All relevant staff fully trained on SCM procedures		100% implementation of SCM achieved	None
Alignment of SCM policy to Local Economic Development Strategy	No plans to empower SMMEs within the municipality	Number of SMMEs empowered	Number of SMMEs empowered	Achieved	None
no. of SCM quarterly reports submitted	1 Report on implementation of SCM submitted	4 SCM quarterly reports	4 SCM quarterly reports	Fourth quarter report produced	None

No. of SCM awards reports (over R100 000) to both National Treasury and Finance Committee	Awards (over R100 000) reported to National Treasury and not to Council	12 Reports submitted	12 Reports submitted	12 SCM reports sent to national treasury	None
Number of training and development initiatives to capacitate bid committees	All three Bid committees not fully capacitated	Compliance with training and development plan		Not Achieved	Provincial treasury is in the process of scheduling training for bid committees
Turnaround time to award bids	Bids process not timeously completed	30 days after closure of advert	Treasury and/or BPDM to provide training on Bid Committees	30 - All bids awarded within 30 days after closing of adverts	None
Refurbishment of Stores	Inventory items not properly monitored and stores not utilized	Fully Functional stores	30 days after closure of advert	Not achieved	Capacity constraints in the unit. An employee assigned to the stores department has passed away during the financial year
Training of Staff on SCM and Asset Management Policies	SCM Officials do not meet prescribed competency levels	All SCM officials meeting competency levels	Fully Functional stores	Not achieved	Employees are reluctant to undergo the competency levels training and therefore the process of capacity building has stalled
Management and Maintenance of Fleet	Fleet not adequately monitored	Effective utilization of fleet		Not achieved	No fleet officer appointment
Updated inventory records	Inventory records not updated on time	All inventory safeguarded and monitored		Not achieved	Employees are reluctant to undergo the competency levels training and therefore the process of capacity building has

					stalled
All assets adequately insured and monitoring of claims	Assets insured	All assets insured	Effective utilization of fleet	Asset register updated with the assistance of provincial treasury	None
Updated contract register	Contract register not updated regularly	Contract register updated on a monthly basis (12)	All inventory safeguarded and monitored	Contract register updated with the assistance of provincial treasury	None
Declaration of Interest Register	Declaration of interest register not completed by all parties	DOI register updated on a monthly basis (12)	All inventory safeguarded and monitored	Achieved	None

KEY PERFORMANCE INDICATOR	BASELINE	ANNUAL TARGET	MID YEAR ADJUSTMENTS	ACTUAL PERFORMANCE	EXPLANATION VARIANCE
<b>STRATEGIC OBJECTIVES : <i>Adherence to legislation</i></b>					
100% of creditors paid within 30 days	Creditors paid within 30 days in terms of section 65(1)(e)	Pay creditors within 30 days	Pay creditors within 30 days	Not achieved	Cash flow constraints

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